

# CITY COUNCIL STUDY SESSION

**TO:** Mayor and City Council  
**FROM:** Mari E. Macomber, City Manager <sup>MSM</sup>

**SESSION DATE:** January 26, 2009  
**TIME:** 12:00 p.m.  
**PLACE:** Second Floor Conference Room

## **AGENDA:**

- **HeRO Program**
- **Website Update**
- **Sales Tax**
- **Newsletter Review – January 23, 2009**

## **HeRO PROGRAM**

The City and Kirksville Housing Authority joined together to apply for a housing improvement program, called HeRO, (Home Repair Opportunities). The opportunity to apply for these funds came to us as part of the DREAM Initiative.

This collaborative effort resulted in a grant award of \$132,000. The funds will be used to assist those residential homeowners within the project area (DREAM initiative boundary) whose income falls below 80% below the median income.

The City was fortunate to have a willing partner in this effort, the Kirksville Housing Authority, who will be administering the grant on our behalf.

Doug Brown, Executive Director of the Kirksville Housing Authority, will be at the Study Session on Monday to talk about the program and the plans of the Housing Authority to meet the grant requirements and assist qualified homeowners with needed home repairs.

More information on the HeRO program is included in this packet, along with a map of the DREAM boundary and a summary report from Assistant to the City Manager Cherie Bryant.

## Recommended Action

This is an informational presentation only. The City Council is encouraged to ask questions of staff and Mr. Brown.

## **WEBSITE UPDATE**

The City's new website was launched on Friday and accessible to all residents and visitors interested in Kirksville. This new site is certainly more appealing when you view it, and it is more functional.

The front page highlights "News and Information", which will contain press releases that are sent out to the public, so if someone does not catch the news they can read the information here. The front page also highlights a calendar of events, "Events and Meetings". This will be important for citizens and others to learn about upcoming meetings date, time, location and extra information specific for that event.

The website will be easier to navigate. The previous required that the back button be hit and depending upon where you were in the site, you may have had to do this numerous times. The new site has convenient tabs located on the top of the page and informational tabs on the left hand side.

Citizens will be able to sign up for newsletters and information. At present it is set up to allow for notices and the Kirksville Connection, adding an option for Council and Committee meetings notices should be possible. The Notes from the City Manager will be a summary of the discussions from the Study Sessions and the action taken during the Council Meetings. The off meeting weeks will be used to let visitors know what we are working on for the week, answers to questions that we have been asked about, or general information about specific topics.

### Recommended Action

Staff will walk the Council through the website, highlighting many of the new features. A list of topics to address in the frequently asked questions section of the website is included in this website and would require additional input from the City Council. Ideas for ways to communicate to the citizens through the website would be appreciated.

## **SALES TAX**

At the Council's last Study Session, you were presented with information as requested by the IAFF concerning wages earned by city workers and the impact the wages have on recruitment and retention.

The Council was interested in getting additional information on 1) possible revenue enhancements; 2) pay plan improvement options; and 3) comparison of Kirksville to other cities using certain economic indicators.

As a municipality in the state of Missouri, we are limited as to how we increase revenues that are not earmarked for specific purposes or a result of a specific service. Discretionary revenues generation comes down to three basic approaches – 1) reallocate funds from one place to another; 2) raise revenues; 3)

or a combination of both of these. As a municipal government taking any of these approaches requires careful consideration and should not be considered without much thought as to the impact of any decisions.

Reallocate funds from one service to another means the possible elimination of a service expected by the citizens or a citizen group, and is not being recommended. In 2003, the City went through a comprehensive review of city services and did not identify any that were worth reducing. In fact, we realized that more services are warranted but funds are limited.

When raising revenues the only options to really consider are tax increases – property or sales tax. There are many arguments as to the merit of each, but in the case of a sales tax everyone who purchases a taxable good or service in town would pay the tax, while only those owning property would pay the property tax.

There are several sales tax options to consider:

Fire Sales Tax - This is a sales tax that could be established for up to ¼ cent and would generate around \$600,000. It would be earmarked specifically for expenses incurred as part of the fire service whether personnel, equipment, operations, and would require the creation of its own fund for accounting purposes. This tax is in place today for communities to consider. Timeline – place on April ballot. Special Council meeting could be held on Tuesday evening for Council to consider appropriate ordinance.

Capital Improvement Sales Tax – The City already has this tax set at ¼ cent. The tax could be increased to ½ cent generating an additional \$600,000. Though Council is aware that we have many capital needs in our community – parks, trails, sidewalks, business efforts, aquatic center, north park, etc. and the current revenues force us to establish priorities, additional funds would improve the timeliness of completed projects and allow for more flexibility in addressing new or one time issues when they are identified such as the skate park, or bike lanes. Staff would need to analyze costs currently within the General Fund that could be allocated to this fund to reduce the expenditures in the General Fund. This tax would be more appealing to most voters, but one that would require careful consideration of its overall impact on the priority goals of the Council. This would help us to improve the replacement of equipment, which would be a plus for employees. Timeline – place on April ballot. Council action would be the same.

Emergency Services Tax – This is a tax that would allow for the collection of sales up to ½ cent generating 1.2 million. A ¼ cent is an option, as is 3/8 cent. City expenses for all emergency services – police, fire and dispatch would be eligible. A separate fund would need to be established. This sales tax would require special legislation approved at the state level to authorize its presentation to the voters. This is similar to other taxes such as the Economic Development

Tax in place for Highway 63 and the Transient Guest Tax for our tourism program. Timeline – possible to meet special election or wait for April 2010. There are three other public election dates to be held in 2009, June 2, August 4 or November 3.

Emergency Services Central Dispatching – This tax is a county wide tax. More research would have to be done to determine if it could be established at the city level. Regardless, issue would have to be approved by state legislators. City spends approximately \$230,000 for dispatching services each year.

#### Possible Wage Improvement

It is clear from the information that our wages, compared to other cities is low. Simply comparing the wages to other cities does not take into account other factors such as cost of living. It does however reflect the market for those positions that the City must recruit for outside of northeast Missouri and includes many of the professional, exempt positions.

We discussed the recruitment issue that the Police Department faces, and as the Chief stated, we do not hire unqualified individuals, but we do have a limited pool. In the case of the Fire Department, we have applicants, not all can pass the various tests, but those that do have a three year training program provided by the City, and once they are trained they are more marketable to other places and so we loose some of them to better paying governmental entities (typically ambulance and fire districts and fire departments).

Another issue that we face is the pay differential between first line employees (hourly), the working supervisors (hourly), and the administrative supervisors (exempt). An hourly employee is one who is compensated for hours worked. Typically employees are scheduled to work 40 hours in a work week and fire personnel work 24 hours on and 48 hours off. Employees who work beyond their scheduled time receive overtime pay. Exempt employees receive the same pay regardless of the hours. It is not uncommon for an hourly employee to make more than a salaried employee.

If the City was to increase the wages significantly, and determining what is significant will need to be discussed, a change should be made in how the City calculates overtime. Federal law states overtime is required when an hourly employee works in excess of 40 hours in a seven day work week. The City has been paying overtime in excess of 40 hours including leave time. For example, an hourly employee works 10 hours on Monday and takes Friday as a vacation day the City pays the employee 2 hours of overtime. This was one of the things we tried to rectify during negotiations. Most cities calculate overtime this way as a result of the lower wages typically paid in the public sector compared to private.

Included in this packet is information on the cost of an across the board 1% increase - \$61,740; an increase of 8% in the ranges - \$196,358, and a combination of the two - \$285,713.

Increasing the pay in between the ranges would help to eliminate another problem that we have – lack of interest in individuals moving up into more responsible supervisory positions. The pay scale has configured does not incent our first line employees to move up, in some instances if they move into a supervisory position, not only would they receive less pay, but would have more responsibilities.

The City Council did discuss possible changes in the employee's retirement program, but had chosen to determine how the fiscal year would go and reevaluate the possibility in June or July. The cost to the City to increase the Lagers retirement benefit from L7 to L12 would be \$147,000 (give or take \$1,000). This is still an option to consider. When you view the age of our workforce, we do have a majority of individuals who are closing in on retirement age, or are at that point where they are thinking about their retirement options. Even young employees consider the value of a good retirement program. Aside from providing a benefit to the employees, an increase in the retirement program is a benefit enhancement that requires a certain level of commitment on the part of each employee – providing a certain number of years of service to the community before they are vested.

#### Local Economy

The City sales tax is 7.85% and includes special sales tax for capital improvements (1/4), Ambulance District (3/8), transportation sales tax (1/2), economic development sales tax for Highway 63 (1/2), and law enforcement tax for Adair County (1/2). The balance of the sales tax is for state funded efforts at 4.225%, county tax at ½ cent and city general tax at 1 cent. We just received the January sales tax numbers which show an increase of 15% from the collections for the same period one year ago. However, we ended the 2008 year \$111,000 lower than what was collected in 2007. One of the reasons for the variances is a result of the reporting times of the various sales tax generators. The slowdown in the economy means that sales tax collections will be down, which is a major reason for caution toward pursuing any economic changes.

Other sales tax rates of other communities are - Moberly 8.225%, Hannibal 8.6%, and Warrensburg 7.6%. Additional information regarding economic indicators for these communities compared to Kirksville was obtained and included in this Study Session packet.

#### Question and Comments

Since this is a tax for fire service, the following question was raised, "Shouldn't all the money go to the Fire Department?" and the following comment stated, "Since

the firefighters will be encouraging the tax they should be the ones to receive the tax.” In response to the first question, establishing a fire tax is another revenue tool. The City would not decrease the Fire Department’s current share of the available resources, but would reallocate how the fire services are paid for. Receiving an additional \$600,000 would allow the city to free up \$600,000 in the General Fund to be used for all employees’ whose wages come from this fund. In response to the comment, the responsibility of educating the public on various city ballot issues falls to the administration and City Council, making sure that information is presented, questions are answered, a plan is developed, and presentations are made. However, a tax that focuses on a wage increase would benefit more from the employees explaining it to those they know, as opposed to employees not. Not too long ago we asked the voters to support the renewal of the Capital Improvement Sales Tax. Informing the employees of how this tax was going to assist them in the work they do was important.

### Recommended Action

With questions on the economy, the Council may wish to consider a capital improvement sales tax that would help with some wage increase and improve the City’s ability to complete some priority community projects. The Council could also choose to explore the emergency services sales tax that would cover a broader area of the city and include E911, which is one we have discussed on numerous occasions. This option would require support from Representative McClanahan and Senator Shoemyer.

## **NEWSLETTER REVIEW – January 23, 2009**

### Attachments

- Staff Report HeRO Program – pg 7
- DREAM Boundary Map – pg 8
- What is the HeRO Program – pg 9
- What Can Be Done Through the HeRO Program – pg 10
- Who is Eligible for HeRO Program – pg 11
- Staff Report Website – pg 12
- Front Page of Website – pg 13
- List of Frequently Asked Questions – pg 14 - 16
- Statute 341.242 - Fire Sales Tax – pg 17 - 18
- Statute 644.032 – Capital Improvement Sales Tax – pg 19 - 20
- Statute 190.292 – Emergency Services Sales Tax (Warren County) pg 21 - 23
- Statute 190.335 – Dispatch Sales Tax (county) – pg 24 - 26
- January Sales Tax Report – pg 27
- Wage Increase Summary - pg 27
- Comparison Information with Similar Cities – pg 28
- Living Wage Comparison – pg 29
- Pay Scale Options – pg 30 - 32
- Warrensburg Salary Survey – pg 33 - 35

## **KIRKSVILLE CITY COUNCIL STUDY SESSION ATTACHMENT**

**SUBJECT:** HeRO Program

**STUDY SESSION MEETING DATE:** January 26, 2009

**CITY DEPARTMENT:** Economic and Community Development

**PREPARED BY:** Cherie Bryant, Assistant to the City Manager

### **HeRO Program**

In September of 2008, the City of Kirksville and the Kirksville Housing Authority collaborated on a grant opportunity provided by the Missouri Housing Development Commission and the DREAM Initiative. Grant proposals were for repairs and improvements to owner occupied houses which assist persons or families below 80% of the area median income bring their homes to code by offering up to \$20,000 in repairs. The HOME Repair Opportunities (HeRO) Program is designed to solve housing code violations and reduce lead-based paint hazards *first* and then general rehabilitation. Qualified houses would be located within the DREAM Initiative area (Downtown Kirksville) or corridors leading to the downtown.

On December 19, 2008, the Kirksville Housing Authority was notified of the grant award of \$132,000. Douglas Brown, Executive Director of the Kirksville Housing Authority, will be administering the HeRO Program grant on the city's behalf.



# HeRO Program

## HOME Repair Opportunity Program

The **Home Repair Opportunity (HeRO) Program** provides funding to meet the growing need for home repair for low and moderate income homeowners. MHDC provides federal HOME funds to selected community partners who operate the program in the region they serve.

Money for the 2009 Funding Year has been allocated to 21 nonprofit and community development agencies who have each applied for and received a portion of the \$5 million set aside for this program. To be eligible to receive funding, your town must be located within one of the participating agency's governing areas.

The maximum income for participants ranges between \$33,000 and \$45,100 for a family of four depending on the county of residence.

# HeRO Program

## HOME Repair Opportunity Program

### What Can Be Done

Only specific types of work are eligible for funding under the HeRO program. These include:

- **Rehabilitation:** The repair or updating of existing systems, including: HVAC, plumbing or electrical wiring, repair or replacement of all or part of a roof, interior or exterior painting including necessary preparation, permanent floor coverings, replacement siding, and repair of sidewalks/steps/porches/railings etc.
- **Lead Risk Reduction:** The removal or encapsulation of lead or lead-bearing wood trim, siding, interior or exterior walls, windows, gutters etc.; the removal of contaminated carpeting or flooring; removal and/or replacement of contaminated topsoil, etc. to reduce the possibility of lead poisoning.
- **Weatherization:** Activities determined to reduce heating and/or cooling costs, and to improve the overall safety and comfort of the home. Repair or replacement of HVAC, installation of insulated windows, caulking, sealing of exterior walls, etc.
- **Accessibility:** Activities that will make an elderly or disabled person better able to enter or move about their home, or to improve the overall quality of life. This includes improvements to allow the elderly to age in place, including ramps, lifts (but not elevators), re-locating light switches and service outlets, widening doorways, lowering kitchen counters, installing roll-in showers, etc.
- Units may receive multiple services, but total grant cannot exceed \$20,000.

# HeRO Program

## HOME Repair Opportunity Program

### Who is eligible?

- Homeowners whose annual income does not exceed 80 percent of the Area Median Income for the property area, in accordance with HOME regulations are eligible. Income levels differ from county to county but are usually within a maximum range of \$35,500-\$51,600.
- Eligible homeowners may receive cash assistance up to \$20,000 for repairs.
- The homeowner must occupy the property as his or her principal residence.
- The homeowner must execute a Land Use Restriction Agreement (LURA) with a term of three years. Grant funds must be paid in full if the property is sold at any time prior to three years.
- Only counties covered by participating Community Development Agencies qualify for the HeRO Home Repair Program. Applications for the HeRO program are obtained from participating agencies.

## **KIRKSVILLE CITY COUNCIL STUDY SESSION ATTACHMENT**

**SUBJECT:** Website Update

**STUDY SESSION MEETING DATE:** January 26, 2009

**CITY DEPARTMENT:** Economic and Community Development

**PREPARED BY:** Cherie Bryant, Assistant to the City Manager

### **Website Update**

On October 6, 2008, the City Council approved the purchase of a new website design and hosting agreement from the bidder QScend Technologies, Inc. Over the last few months the city has been migrating information from the current or older website to the new website. The goal for launching the new website was set for January 23, 2008. The majority of information was migrated and the city transferred the appropriate domain named system (DNS) to QScend Technologies on Friday, January 23, 2008.

The new website is easier to navigate and visually pleasing. The site is web-based, which allows the city to manage web content from anywhere, anytime. As 'techies' would say, the site is WYSIWYG (What You See Is What You Get). This allows anyone to easily maintain web content by using the appropriate template. The new site is equipped with excellent security features. It supports user and group level permissions as well as multi-tiered approval processes. The site is also equipped with GeoContent, which allows the city to build interactive maps directly within the website. Content Feeds enable the city to create RSS (Really Simple Syndication) feeds to enhance notification options to citizens about minutes, agendas, job postings, news releases, RFPs (to name a few). To enhance city communication, the site includes a FAQ for citizens to easily obtain answers to issues, as well as a 'blog type' space for the City Manager is also available.

City of Kirksville - Home - Microsoft Internet Explorer

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Address <http://kirksvillemo.qscend.com/> Go Links

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- [City Departments](#) >>
- [City Information](#) >>
- [How Do I...?](#) >>
- [FAQ \(coming soon\)](#)
- [Notes from the City Manager \(coming soon\)](#)

### News & Announcements RSS

1/23/2009 - [City Surplus Property Bid](#)

1/15/2009 - [City Hall Closed Monday, January 19, 2008](#)

1/8/2009 - [2009 Business & Growth Strategies Seminar](#)

11/19/2008 - [New Meeting Schedule for City Council](#)

[Archives](#)

### Events & Meetings RSS

1/1/2009 - [CITY OFFICES CLOSED](#)

1/5/2009 - [City Council Study Session](#)

1/5/2009 - [City Council Meeting](#)

1/6/2009 - [Lakes, Parks & Recreation Commission](#)

1/6/2009 - [Airport & Transportation Commission](#)

1/14/2009 - [Planning & Zoning Commission Meeting](#)

1/15/2009 - [City Council Study Session](#)

1/16/2009 - [State of the City Address](#)

1/19/2009 - [CITY OFFICES CLOSED](#)

1/26/2009 - [City Council Study Session](#)

1/26/2009 - [City Council Meeting](#)



City of Kirksville  
201 South Franklin Street  
Kirksville, MO 63501  
660-627-1225

Toll Free: 888-299-1223  
660.665.0940 (fax)

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## **FREQUENTLY ASKED QUESTIONS**

What is the Kirksville's form of government?  
When are Council Meetings?  
When are Study Sessions?  
Can I watch a rebroadcast of the Council Meetings?  
Where can I get a copy of the agenda?  
Where can I read the minutes from previous Council Meetings?  
What is the difference between Study Session and a Council Meetings?  
How do I get an item placed on a City Council Agenda?  
How can I get involved with a City Commission or Board?

What is a Special Events Application?  
How do I schedule a tour of a city building?

Where do I pay my property tax?  
What is the current city sales tax?  
What does the city sales tax consist of?  
What is the purpose of each city sales tax?  
What other types of revenues does the city collect?

What are the Hours of Operation of city?  
How do I sign up for water/sewer/trash service?  
Can I pay my bill on line?  
As a landlord, how can I have water/sewer service transferred into my name when a tenant leaves a property?  
As a property manager can I have water/sewer service transferred into the property management companies name when a rental property is vacated?

What is a boil water order?  
What is a boil water advisory?  
What precautions should I take if either is issued?

How do I open a business in Kirksville?  
What other requirements will I have to meet to receive a county business license?  
Before I sign a lease will the Codes Department and/or Fire Department inspect the building?

How do I report a crime or speak to a Police Officer?  
How do I obtain a copy of a police report?  
How do I request a Criminal Records Check for myself?  
I received a ticket, where do I go to pay for it?

Do I need to license my pet?  
How many dogs can I have at one time at my residence?  
How do I get a nuisance animal picked up by the City?  
Does the City remove animal carcasses from city streets?

Can I request additional patrol for my neighborhood?  
How do I request a speed limit change?  
How do I request special parking (no parking, handicapped)?

What can I burn?  
Why do I need a burning permit?  
My neighbor is burning leaves and the smoke is coming in my window.  
Do I need smoke detectors in my home?  
Do I need a carbon monoxide detector in my residence?

Is my landlord required to maintain my smoke detector?  
Is my landlord required to maintain my carbon monoxide detector?  
What size fire extinguisher do I need for my home?  
Will the fire department inspect my house?  
We recently had a fire at our house. How do I get a copy of a fire report?  
What are the rules for fireworks?

Why does the City have building codes?  
When do I need a building permit?  
How do you calculate the cost of a building permit?  
What requirements are there for contractor's licenses?  
What building code currently governs construction/renovations?  
Will Codes inspect my home for me?

How do I report a problem with a nuisance property?  
When should my grass be cut before I am in violation of city code?  
Can I have indoor furniture outside of my house?  
Are there minimum property standards?

Can the City Attorney's Office give me personal legal advice?  
Can I have a public defender appointed to represent me in Municipal Court for my ordinance violation?  
Must I appear in court if I was served with a municipal subpoena?  
Where do I pay a ticket?  
How much is my traffic ticket?

How do I report a pothole?  
How do I report a street light out?  
How do I request a street light?  
Does the City have an adopt-a-street program?  
What are the requirements and how does a family or organization sign up for the program?  
What are Snow Emergency Routes?

What is the trash service?  
Is there a recycling program?  
How do I dispose of bulk waste?  
How do I dispose of yard waste?  
Is there a spring cleanup?

What is the cost of a cemetery lot?  
What are the rules governing markers?  
What are the flower rules?  
How can I locate a lot in Forest Llewellyn Cemetery?

What is the Cable Channel 3?  
Who can advertise on Cable Channel 3?  
Can the City rebroadcast taped community events?

What public facilities are located in Kirksville?  
Are there public trails?  
What are the hours of the Aquatic Center?  
What is the admission for the Aquatic Center?  
What programs are offered at the Aquatic Center?  
How do I reserve a shelter?  
How do I reserve the amphitheater?  
Is alcohol allowed in the parks?

Where would I find a list of available jobs with the City?  
How do I apply for a job with the City?

How do I bid on a City project?  
How do I find a list of current bids being solicited by the City?  
How do I become a vendor for the City?

# Missouri Revised Statutes

## Chapter 321 Fire Protection Districts Section 321.242

August 28, 2008

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### **Additional sales tax, certain cities--ballot, form--fire protection sales tax trust fund, deposit of funds--abolition of tax, procedure--dissolution of district, effect.**

321.242. 1. The governing body of any fire protection district which operates within and has boundaries identical to a city with a population of at least thirty thousand but not more than thirty-five thousand inhabitants which is located in a county of the first classification, excluding a county of the first classification having a population in excess of nine hundred thousand, or the governing body of any municipality having a municipal fire department may impose a sales tax in an amount of up to one-fourth of one percent on all retail sales made in such fire protection district or municipality which are subject to taxation pursuant to the provisions of sections 144.010 to 144.525, RSMo. The tax authorized by this section shall be in addition to any and all other sales taxes allowed by law, except that no sales tax imposed pursuant to the provisions of this section shall be effective unless the governing body of the fire protection district or municipality submits to the voters of such fire protection district or municipality, at a county or state general, primary or special election, a proposal to authorize the governing body of the fire protection district or municipality to impose a tax.

2. The ballot of submission shall contain, but need not be limited to, the following language:

Shall ..... (insert name of district or municipality) impose a sales tax of ..... (insert rate of tax) for the purpose of providing revenues for the operation of the ..... (insert fire protection district or municipal fire department)?    Yes    No

If a majority of the votes cast on the proposal by the qualified voters voting thereon are in favor of the proposal, then the sales tax authorized in this section shall be in effect. If a majority of the votes cast by the qualified voters voting are opposed to the proposal, then the governing body of the fire protection district or municipality shall not impose the sales tax authorized in this section unless and until the governing body of such fire protection district or municipality resubmits a proposal to authorize the governing body of the fire protection district or municipality to impose the sales tax authorized by this section and such proposal is approved by a majority of the qualified voters voting thereon.

3. All revenue received by a fire protection district or municipality from the tax authorized pursuant to the provisions of this section shall be deposited in a special trust fund and shall be used solely for the operation of the fire protection district or the municipal fire department.

4. All sales taxes collected by the director of revenue pursuant to this section on behalf of any fire protection district or municipality, less one percent for cost of collection which shall be deposited in the state's general revenue fund after payment of premiums for surety bonds as provided in section 32.087, RSMo, shall be deposited in a special trust fund, which is hereby created, to be known as the "Fire Protection Sales Tax Trust Fund". Any moneys in the fire protection district sales tax trust fund created

prior to August 28, 1999, shall be transferred to the fire protection sales tax trust fund. The moneys in the fire protection sales tax trust fund shall not be deemed to be state funds and shall not be commingled with any funds of the state. The director of revenue shall keep accurate records of the amount of money in the trust fund and of the amounts which were collected in each fire protection district or municipality imposing a sales tax pursuant to this section, and the records shall be open to the inspection of officers of the fire protection district or municipality and the public. Not later than the tenth day of each month, the director of revenue shall distribute all moneys deposited in the trust fund during the preceding month to the fire protection district or municipality which levied the tax. Such funds shall be deposited with the treasurer of each such fire protection district or municipality, and all expenditures of funds arising from the fire protection sales tax trust fund shall be for the operation of the fire protection district or the municipal fire department and for no other purpose.

5. The director of revenue may authorize the state treasurer to make refunds from the amounts in the trust fund and credited to any fire protection district or municipality for erroneous payments and overpayments made and may redeem dishonored checks and drafts deposited to the credit of such fire protection districts or municipalities. If any fire protection district or municipality abolishes the tax, the fire protection district or municipality shall notify the director of revenue of the action at least ninety days prior to the effective date of the repeal and the director of revenue may order retention in the trust fund, for a period of one year, of two percent of the amount collected after receipt of such notice to cover possible refunds or overpayment of the tax and to redeem dishonored checks and drafts deposited to the credit of such accounts. After one year has elapsed after the effective date of abolition of the tax in such fire protection district or municipality, the director of revenue shall remit the balance in the account to the fire protection district or municipality and close the account of that fire protection district or municipality. The director of revenue shall notify each fire protection district or municipality of each instance of any amount refunded or any check redeemed from receipts due the fire protection district or municipality. In the event a tax within a fire protection district is approved pursuant to this section, and such fire protection district is dissolved, if the boundaries of the fire protection district are identical to that of the city, the tax shall continue and proceeds shall be distributed to the governing body of the city formerly containing the fire protection district and the proceeds of the tax shall be used for fire protection services within such city.

6. Except as modified in this section, all provisions of sections 32.085 and 32.087, RSMo, shall apply to the tax imposed pursuant to this section.

(L. 1995 H.B. 452, et al. § 1, A.L. 1999 S.B. 436)

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Missouri General Assembly

# *Missouri Revised Statutes*

## **Chapter 644 Water Pollution Section 644.032**

August 28, 2008

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**Sales tax for purpose of storm water control or local parks or both may be imposed by any county or municipality--tax, how calculated --voter approval--ballot form--effective when--failure of tax, resubmission, when--revenue may be used for parks located outside of county or municipality, when.**

644.032. 1. The governing body of any municipality or county may impose, by ordinance or order, a sales tax in an amount not to exceed one-half of one percent on all retail sales made in such municipality or county which are subject to taxation under the provisions of sections 144.010 to 144.525, RSMo. The tax authorized by this section and section 644.033 shall be in addition to any and all other sales taxes allowed by law, except that no ordinance or order imposing a sales tax under the provisions of this section and section 644.033 shall be effective unless the governing body of the municipality or county submits to the voters of the municipality or county, at a municipal, county or state general, primary or special election, a proposal to authorize the governing body of the municipality or county to impose a tax, provided, that the tax authorized by this section shall not be imposed on the sales of food, as defined in section 144.014, RSMo, when imposed by any county with a charter form of government and with more than one million inhabitants.

2. The ballot of submission shall contain, but need not be limited to, the following language:

Shall the municipality (county) of ..... impose a sales tax of ..... (insert amount) for the purpose of providing funding for ..... (insert either storm water control, or local parks, or storm water control and local parks) for the municipality (county)?

â ã YES â ã NO If a majority of the votes cast on the proposal by the qualified voters voting thereon are in favor of the proposal, then the ordinance or order and any amendments thereto shall be in effect on the first day of the second quarter after the director of revenue receives notice of adoption of the tax. If a majority of the votes cast by the qualified voters voting are opposed to the proposal, then the governing body of the

municipality or county shall not impose the sales tax authorized in this section and section 644.033 until the governing body of the municipality or county resubmits another proposal to authorize the governing body of the municipality or county to impose the sales tax authorized by this section and section 644.033 and such proposal is approved by a majority of the qualified voters voting thereon; however, in no event shall a proposal pursuant to this section and section 644.033 be submitted to the voters sooner than twelve months from the date of the last proposal pursuant to this section and section 644.033.

3. All revenue received by a municipality or county from the tax authorized under the provisions of this section and section 644.033 shall be deposited in a special trust fund and shall be used to provide funding for storm water control or for local parks, or both, within such municipality or county, provided that such revenue may be used for local parks outside such municipality or county if the municipality or county is engaged in a cooperative agreement pursuant to section 70.220, RSMo.

4. Any funds in such special trust fund which are not needed for current expenditures may be invested by the governing body in accordance with applicable laws relating to the investment of other municipal or county funds.

(L. 1995 H.B. 88 § 8 subsecs. 1 to 4, A.L. 1998 H.B. 1158, A.L. 2004 H.B. 795, et al. merged with H.B. 833 merged with S.B. 1155)

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# *Missouri Revised Statutes*

## **Chapter 190 Emergency Services Section 190.292**

August 28, 2008

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### **Emergency services, sales tax levy authorized--ballot language--rate of tax--termination of tax--board to administer funds established, members (Warren County).**

190.292. 1. In lieu of the tax levy authorized under section 190.305 for emergency telephone services, the county commission of any county may impose a county sales tax for the provision of central dispatching of fire protection, including law enforcement agencies, emergency ambulance service or any other emergency services, including emergency telephone services, which shall be collectively referred to herein as "emergency services", and which may also include the purchase and maintenance of communications and emergency equipment, including the operational costs associated therein, in accordance with the provisions of this section.

2. Such county commission may, by a majority vote of its members, submit to the voters of the county, at a public election, a proposal to authorize the county commission to impose a tax under the provisions of this section. If the residents of the county present a petition signed by a number of residents equal to ten percent of those in the county who voted in the most recent gubernatorial election, then the commission shall submit such a proposal to the voters of the county.

3. The ballot of submission shall be in substantially the following form:

Shall the county of ..... (insert name of county) impose a county sales tax of ..... (insert rate of percent) percent for the purpose of providing central dispatching of fire protection, emergency ambulance service, including emergency telephone services, and other emergency services?

â ã YES â ã NO

If a majority of the votes cast on the proposal by the qualified voters voting thereon are in favor of the proposal, then the ordinance shall be in effect as provided herein. If a majority of the votes cast by the qualified voters voting are opposed to the proposal, then the county commission shall have no power to impose the tax authorized by this section

unless and until the county commission shall again have submitted another proposal to authorize the county commission to impose the tax under the provisions of this section, and such proposal is approved by a majority of the qualified voters voting thereon.

4. The sales tax may be imposed at a rate not to exceed one percent on the receipts from the sale at retail of all tangible personal property or taxable services at retail within any county adopting such tax, if such property and services are subject to taxation by the state of Missouri under the provisions of sections 144.010 to 144.525, RSMo. The sales tax shall not be collected prior to thirty-six months before operation of the central dispatching of emergency services.

5. Except as modified in this section, all provisions of sections 32.085 and 32.087, RSMo, shall apply to the tax imposed under this section.

6. Any tax imposed pursuant to section 190.305 shall terminate at the end of the tax year in which the tax imposed pursuant to this section for emergency services is certified by the board to be fully operational. Any revenues collected from the tax authorized under section 190.305 shall be credited for the purposes for which they were intended.

7. At least once each calendar year, the board, as established by subsection 11 of this section, shall establish a tax rate, not to exceed the amount authorized, that together with any surplus revenues carried forward will produce sufficient revenues to fund the expenditures authorized by sections 190.290 to 190.296. Amounts collected in excess of that necessary within a given year shall be carried forward to subsequent years. The board shall make its determination of such tax rate each year no later than September first and shall fix the new rate which shall be collected as provided in sections 190.290 to 190.296. Immediately upon making its determination and fixing the rate, the board shall publish in its minutes the new rate, and it shall notify every retailer by mail of the new rate.

8. Immediately upon the affirmative vote of voters of such a county on the ballot proposal to establish a county sales tax pursuant to the provisions of this section, the county commission shall appoint the initial members of a board to administer the funds and oversee the provision of emergency services in the county. Beginning with the general election in 1994, all board members shall be elected according to this section and other applicable laws of this state. At the time of the appointment of the initial members of the board, the commission shall relinquish and no longer exercise the duties prescribed in this chapter with regard to the provision of emergency services and such duties shall be exercised by the board.

9. The initial board shall consist of seven members appointed without regard to political affiliation, three of whom shall be selected from, and who shall represent, the fire protection districts, ambulance districts, sheriff's department, municipalities, and any other emergency services. Four of the members of the board shall not be selected from or represent the fire protection districts, ambulance districts, sheriff's department, municipalities, or any other emergency services. Any individual serving on the board on

August 28, 2004, may continue to serve and seek reelection or reappointment to the board, notwithstanding any provisions of this subsection. This initial board shall serve until its successor board is duly elected and installed in office. The commission shall ensure geographic representation of the county by appointing no more than four members from each district of the county commission.

10. Beginning in 1994, three members shall be elected from each district of the county commission and one member shall be elected at large. The members of the board shall annually elect, from among their number, the chairman of the board. Of those first elected, four members from districts of the county commission shall be elected for terms of two years and two members from districts of the county commission and the member at large shall be elected for terms of four years. In 1996, and thereafter, all terms of office shall be four years. The election of the board members shall be conducted at the first municipal election held in a calendar year.

11. When the board is organized, it shall be a body corporate and a political subdivision of the state and shall be known as the "..... Emergency Services Board".

12. This section shall only apply to any county of the third classification without a township form of government and with more than twenty-four thousand five hundred but less than twenty-four thousand six hundred inhabitants.

(L. 2004 S.B. 1329 § 190.344, A.L. 2005 H.B. 58)

# *Missouri Revised Statutes*

## **Chapter 190 Emergency Services Section 190.335**

August 28, 2008

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**Central dispatch for emergency services, alternative funding by county sales tax, procedure, ballot form, rate of tax--collection, limitations--adoption of alternate tax, telephone tax to expire, when--board appointment and election, qualification, terms --continuation of board in Greene County--board appointment in Christian County.**

190.335. 1. In lieu of the tax levy authorized under section 190.305 for emergency telephone services, the county commission of any county may impose a county sales tax for the provision of central dispatching of fire protection, including law enforcement agencies, emergency ambulance service or any other emergency services, including emergency telephone services, which shall be collectively referred to herein as "emergency services", and which may also include the purchase and maintenance of communications and emergency equipment, including the operational costs associated therein, in accordance with the provisions of this section.

2. Such county commission may, by a majority vote of its members, submit to the voters of the county, at a public election, a proposal to authorize the county commission to impose a tax under the provisions of this section. If the residents of the county present a petition signed by a number of residents equal to ten percent of those in the county who voted in the most recent gubernatorial election, then the commission shall submit such a proposal to the voters of the county.

3. The ballot of submission shall be in substantially the following form:

Shall the county of ..... (insert name of county) impose a county sales tax of ..... (insert rate of percent) percent for the purpose of providing central dispatching of fire protection, emergency ambulance service, including emergency telephone services, and other emergency services?

â ã YES â ã NO

If a majority of the votes cast on the proposal by the qualified voters voting thereon are in favor of the proposal, then the ordinance shall be in effect as provided herein. If a majority of the votes cast by the qualified voters voting are opposed to the proposal, then the county commission shall have no power to impose the tax authorized by this section unless and until the county commission shall again have submitted another proposal to authorize the county commission to impose the tax under the provisions of this section, and such proposal is approved by a majority of the qualified voters voting thereon.

4. The sales tax may be imposed at a rate not to exceed one percent on the receipts from the sale at retail of all tangible personal property or taxable services at retail within any county adopting such tax, if such property and services are subject to taxation by the state of Missouri under the provisions of sections 144.010 to 144.525, RSMo. The sales tax shall not be collected prior to thirty-six months before operation of the central dispatching of emergency services.

5. Except as modified in this section, all provisions of sections 32.085 and 32.087, RSMo, shall apply to the tax imposed under this section.

6. Any tax imposed pursuant to section 190.305 shall terminate at the end of the tax year in which the tax imposed pursuant to this section for emergency services is certified by the board to be fully operational. Any revenues collected from the tax authorized under section 190.305 shall be credited for the purposes for which they were intended.

7. At least once each calendar year, the governing body shall establish a tax rate, not to exceed the amount authorized, that together with any surplus revenues carried forward will produce sufficient revenues to fund the expenditures authorized by this act. Amounts collected in excess of that necessary within a given year shall be carried forward to subsequent years. The governing body shall make its determination of such tax rate each year no later than September first and shall fix the new rate which shall be collected as provided in this act. Immediately upon making its determination and fixing the rate, the governing body shall publish in its minutes the new rate, and it shall notify every retailer by mail of the new rate.

8. Immediately upon the affirmative vote of voters of such a county on the ballot proposal to establish a county sales tax pursuant to the provisions of this section, the county commission shall appoint the initial members of a board to administer the funds and oversee the provision of emergency services in the county. Beginning with the general election in 1994, all board members shall be elected according to this section and other applicable laws of this state. At the time of the appointment of the initial members of the board, the commission shall relinquish and no longer exercise the duties prescribed in this chapter with regard to the provision of emergency services and such duties shall be exercised by the board.

9. The initial board shall consist of seven members appointed without regard to political affiliation, who shall be selected from, and who shall represent, the fire protection districts, ambulance districts, sheriff's department, municipalities, any other emergency

services and the general public. This initial board shall serve until its successor board is duly elected and installed in office. The commission shall ensure geographic representation of the county by appointing no more than four members from each district of the county commission.

10. Beginning in 1994, three members shall be elected from each district of the county commission and one member shall be elected at large, such member to be the chairman of the board. Of those first elected, four members from districts of the county commission shall be elected for terms of two years and two members from districts of the county commission and the member at large shall be elected for terms of four years. In 1996, and thereafter, all terms of office shall be four years.

11. Notwithstanding the provisions of subsections 8 to 10 of this section to the contrary, in any county of the first classification with more than two hundred forty thousand three hundred but fewer than two hundred forty thousand four hundred inhabitants, any emergency telephone service 911 board appointed by the county under section 190.309 which is in existence on the date the voters approve a sales tax under this section shall continue to exist and shall have the powers set forth under section 190.339.

12. (1) Notwithstanding the provisions of subsections 8 to 10 of this section to the contrary, in any county of the second classification with more than fifty-four thousand two hundred but fewer than fifty-four thousand three hundred inhabitants that has approved a sales tax under this section, the county commission shall appoint the members of the board to administer the funds and oversee the provision of emergency services in the county.

(2) The board shall consist of seven members appointed without regard to political affiliation. Each member shall be one of the following:

- (a) The head of any of the county's fire protection districts, or a designee;
- (b) The head of any of the county's ambulance districts, or a designee;
- (c) The county sheriff, or a designee;
- (d) The head of any of the police departments in the county, or a designee; and
- (e) The head of any of the county's emergency management organizations, or a designee.

(3) Upon the appointment of the board under this subsection, the board shall have the power provided in section 190.339 and shall exercise all powers and duties exercised by the county commission under this chapter, and the commission shall relinquish all powers and duties relating to the provision of emergency services under this chapter to the board.

**SALES TAX COLLECTIONS BY YEAR**  
**One-Cent General Sales Tax**

	2005	2006	2007	2008	2009	2009 YTD Growth/Loss Comparison to			
						2008	2007	2006	2005
<b>January</b>	179,410.83	185,123.44	201,467.60	180,902.81	209,464.69	15.79%	3.97%	13.15%	16.75%
<b>February</b>	67,108.84	96,634.04	181,920.03	204,890.74					
<b>March</b>	306,530.87	322,180.50	261,636.75	241,502.73					
<b>April</b>	195,655.59	214,395.10	208,545.59	219,903.17					
<b>May</b>	59,159.40	42,975.59	78,334.89	132,002.16					
<b>June</b>	308,001.22	332,297.08	325,352.21	253,028.44					
<b>July</b>	190,811.14	219,132.32	284,843.75	220,972.61					
<b>August</b>	66,012.88	84,424.76	90,815.59	148,541.83					
<b>September</b>	311,884.76	313,225.26	339,353.59	279,431.55					
<b>October</b>	219,075.90	212,575.62	198,332.97	222,179.31					
<b>November</b>	129,776.12	71,710.31	104,648.03	140,078.56					
<b>December</b>	253,015.27	309,706.14	315,420.19	235,788.79					
<b>TOTAL</b>	\$2,286,242.82	\$2,404,380.16	\$2,590,671.19	\$2,479,222.70	\$209,464.69	15.79%	3.97%	13.15%	16.75%

Wages Provided to City Employees in the last 10 years compared to COLA

<u>Month/Year</u>	<u>Amount Given</u>	<u>COLA (as provided for SSI)</u>
April 1998	3%	1.3%
April 1999	2% hourly 3.5% salary	2.5%
April 2000	4.5% hourly 3.5% salary	3.5%
April 2001	2%	2.6%
April 2002	2%	1.4%
April 2003	0	2.1%
May 2004	3%	2.7%
April 2005	0	4.1%
Jan. 2006	2.5%	3.3%
Dec 2006	\$250 bonus*	
Jan 2007	\$350 bonus*	2.3%
Dec 2007	3%	
Dec 2008	\$1,500 bonus*	5.8%
<b>Total COLA %</b>	<b>22%*</b>	<b>31.6%</b>

\* One time bonuses were not factored in.

## City Comparisons

### Population

Kirksville: **17,304**

Moberly: **12,118**

Hannibal: **17,456**

Warrensburg: **18,629**

### Sales Tax Rates

Kirksville Sales Tax Rate - **.7850**

Moberly Sales Tax Rate - **.8225**

Hannibal Sales Tax Rate - **.8975**

Warrensburg Sales Tax Rate - **.7660**

### Estimated median household income in 2007

Kirksville: ██████████ \$26,293

Moberly: ██████████ \$32,837

Hannibal: ██████████ \$34,500

Warrensburg: ██████████ \$33,702

Missouri: ██████████ \$45,114

### Estimated median house or condo value in 2007

Kirksville: ██████████ \$110,387

Moberly: ██████████ \$73,169

Hannibal: ██████████ \$89,530 ;

Warrensburg: ██████████ \$144,686

Missouri: ██████████ \$138,600

## LIVING WAGE INFORMATION -

Hourly Wages	One Adult	One Adult, One Child	Two Adults	Two Adults, One Child	Two Adults, Two Children
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### Kirksville

Living Wage	\$6.71	\$13.74	\$10.79	\$17.80	\$23.35
Poverty Wage	\$5.04	\$6.68	\$6.49	\$7.81	\$9.83
Minimum Wage	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25

### Moberly

Living Wage	\$6.58	\$13.52	\$10.66	\$17.60	\$23.15
Poverty Wage	\$5.04	\$6.68	\$6.49	\$7.81	\$9.83
Minimum Wage	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25

### Hannibal

Living Wage	\$6.50	\$13.44	\$10.58	\$17.52	\$23.07
Poverty Wage	\$5.04	\$6.68	\$6.49	\$7.81	\$9.83
Minimum Wage	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25

### Warrensburg

Living Wage	\$7.01	\$13.83	\$11.09	\$17.89	\$23.43
Poverty Wage	\$5.04	\$6.68	\$6.49	\$7.81	\$9.83
Minimum Wage	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25

## Budget Estimates

Fund	Current Budget	1% Increase	8 % Between Ranges	8% Btwn Ranges +1%
10	\$ 4,624,766	\$ 4,667,319	\$ 4,764,605	\$ 4,809,656
25	\$ 377,394	\$ 380,631	\$ 385,845	\$ 388,336
27	\$ 50,310	\$ 50,770	\$ 52,507	\$ 52,992
40	\$ 180,823	\$ 182,245	\$ 186,162	\$ 187,658
80	\$ 1,157,713	\$ 1,167,698	\$ 1,184,944	\$ 1,220,320
85	\$ 345,814	\$ 348,590	\$ 356,027	\$ 359,042
87	\$ 151,889	\$ 153,196	\$ 154,977	\$ 156,418
88	\$ 128,446	\$ 128,446	\$ 128,446	\$ 128,446
89	\$ 28,312	\$ 28,312	\$ 28,312	\$ 28,312
	\$ 7,045,467	\$ 7,107,207	\$ 7,241,825	\$ 7,331,180
		\$ 61,740	\$ 196,358	\$ 285,713

1/21/2009

	Current	1% Increase	8% Between	8% Between
Annual Base Wages - Median	Pay Plan	Pay Plan	Ranges	Ranges Plus 1%
<b>Range 5</b>	<b>\$ 21,644</b>	<b>\$ 21,860</b>	<b>\$ 21,644</b>	<b>\$ 21,860</b>
Custodian				
<b>Range 6</b>	<b>\$ 23,159</b>	<b>\$ 23,390</b>	<b>\$ 23,376</b>	<b>\$ 23,609</b>
Accounting Clerk				
Airport Operator				
Animal Control Officer				
Customer Service Clerk				
Deputy Court Clerk				
Maintenance Worker				
<b>Range 7</b>	<b>\$ 24,780</b>	<b>\$ 25,027</b>	<b>\$ 25,246</b>	<b>\$ 25,498</b>
Accounting Clerk II				
Administrative Assistant				
Communications Operator				
Customer Service Representative				
Equipment Operator				
Facility Maintenance Worker				
Records and Evidence Custodian				
Utility Locator				
<b>Range 8</b>	<b>\$ 26,515</b>	<b>\$ 26,779</b>	<b>\$ 27,266</b>	<b>\$ 27,537</b>
Administrative Assistant II				
Communications Operator II				
Engineering Technician				
Equipment Operator II				
Firefighter	\$ 28,016	\$ 28,296	\$ 28,809	\$ 29,097
Utility Billing Coordinator				
<b>Range 9</b>	<b>\$ 28,371</b>	<b>\$ 28,654</b>	<b>\$ 29,447</b>	<b>\$ 29,740</b>
City Clerk/Executive Secretary				
Firefighter II/EMT	\$ 29,976	\$ 30,276	\$ 31,114	\$ 31,423
Inspector				
Mechanic				
Police Officer				
School Resource Officer				
Traffic Control Technician				
Utility Operator				
<b>Range 10</b>	<b>\$ 30,357</b>	<b>\$ 30,660</b>	<b>\$ 31,803</b>	<b>\$ 32,120</b>
Detective				
Engineering Technician II				
Fire Captain	\$ 32,076	\$ 32,396	\$ 33,603	\$ 33,939
Inspector II				
Municipal Court Clerk				
Police Corporal				
Recreation Specialist				
Street/Park Maintenance Foreman				
Utility Maintenance Foreman				
Utility Operator II				

Note: Base salary for Police and Fire does not include additional Holiday and shift differential received by these positions.

## Payroll Comparisons - Exempt

	Current Median	1% Median	8% BTWN Ranges Median	8% BR + 1% Median
<b>Range 111</b>	\$ 37,946	\$ 38,325	\$ 39,754	\$ 40,150
Fleet Maintenance Supervisor				
GIS Coordinator				
Risk Coordinator				
Senior Engineering Technician*				
Senior Inspector*				
<b>Range 112</b>	\$ 41,741	\$ 42,157	\$ 43,729	\$ 44,165
Administrative Assistant				
Airport Director				
Battalion Chief				
Street Maintenance Worker				
Utility Maintenance Worker				
Utility Supervisor				
Assistant to the City Engineer				
Administrative Sergeant				
Police Sergeant*				
Detective Sergeant*				
<b>Range 113</b>	\$ 45,915	\$ 46,373	\$ 48,102	\$ 48,582
Assistant to City Manager				
Assistant Fire Chief				
Deputy Police Chief				
Deputy Public Works Director				
E911 Communications Director				
Human Resource Director				
<b>Range 114</b>	\$ 50,507	\$ 51,010	\$ 52,912	\$ 53,440
Engineer				
Codes and Planning Director				
Community Services Director				

## 2009 Salary Survey Comparisons

Higbee Associates			Kirksville			
Position	Minimum	Maximum	Our Position Title	Minimum	Maximum	
Assistant City Manager	\$ 61,100	\$ 87,100				
Assistant Community Dev Director	\$ 41,200	\$ 61,000	Assistant to the City Manager	\$ 43,160	\$ 48,670	\$ 12,330
Assistant Court Clerk	\$ 24,300	\$ 34,700	Deputy Court Clerk	\$ 21,769	\$ 24,549	\$ 10,151
Assistant Fire Chief	\$ 45,000	\$ 63,200	Assistant Fire Chief	\$ 43,160	\$ 48,670	\$ 14,530
Assistant Public Works Director	\$ 48,600	\$ 55,500	Deputy Public Works Director	\$ 43,160	\$ 48,670	\$ 6,830
Building Inspector	\$ 31,700	\$ 46,100	Inspector II	\$ 28,536	\$ 32,178	\$ 13,922
Building Official	\$ 44,700	\$ 56,600	Senior Inspector	\$ 35,669	\$ 40,223	\$ 16,377
City Clerk	\$ 36,900	\$ 53,600	City Clerk	\$ 26,669	\$ 30,073	\$ 33,527
City Planner	\$ 40,700	\$ 54,200	Codes/Planning Director	\$ 47,477	\$ 53,537	\$ 663
Code Enforcement Inspector	\$ 32,300	\$ 46,900	Inspector I	\$ 26,669	\$ 30,073	\$ 16,827
Custodian	\$ 22,100	\$ 29,500	Custodian	\$ 20,345	\$ 22,943	\$ 6,557
Director of Public Works	\$ 48,600	\$ 65,400	Public Works Director/City Engineer	\$ -	\$ 73,130	\$ -
Executive Assistant A	\$ 24,500	\$ 39,800	Administrative Assistant II	\$ 24,924	\$ 28,106	\$ 11,694
Executive Assistant B	\$ 30,100	\$ 45,900	Administrative Assistant I	\$ 23,293	\$ 26,267	\$ 19,633
Executive Assistant C	\$ 26,100	\$ 37,200		\$ -	\$ -	\$ -
Finance Assistant A	\$ 22,600	\$ 32,300	Accounting Clerk	\$ 21,769	\$ 24,549	\$ 7,751
Finance Assistant B	\$ 26,200	\$ 38,000	Accounting Clerk II	\$ 23,293	\$ 26,267	\$ 11,733
Battalion Chief	\$ 45,000	\$ 68,700	Battalion Chief	\$ 39,237	\$ 44,245	\$ 24,455
Fire Captain	\$ 37,700	\$ 54,400	Fire Captain	\$ 28,536	\$ 32,178	\$ 22,222
Fire Chief	\$ 54,400	\$ 82,700	Fire Chief	\$ -	\$ 57,176	\$ 25,524
Firefighter/EMT	\$ 28,500	\$ 40,000	Firefighter II/EMT	\$ 28,179	\$ 31,776	\$

							8,224
Senior Firefighter	\$ 33,400	\$ 47,600		\$ -	\$ -	\$ -	
Laboratory Technician	\$ 28,100	\$ 40,200	Utility Operator	\$ 26,669	\$ 30,073	\$ 10,127	
Maintenance Foreman	\$ 31,400	\$ 43,900	Maintenance Foreman	\$ 28,536	\$ 32,178	\$ 11,722	
Municipal Court Clerk	\$ 24,900	\$ 34,700	Municipal Court Clerk	\$ 28,536	\$ 32,178	\$ 2,522	
Office Manager - Parks	\$ 30,600	\$ 43,200	Administrative Assistant I	\$ 23,293	\$ 26,267	\$ 16,933	
Parks & Recreation Director	\$ 43,300	\$ 64,500	Community Services Director	\$ 47,477	\$ 53,537	\$ 10,963	
Permit Clerk	\$ 23,500	\$ 35,000	Administrative Assistant I	\$ 23,293	\$ 26,267	\$ 8,733	
Police Animal Control Officer	\$ 25,600	\$ 37,600	Animal Control Officer	\$ 21,769	\$ 24,549	\$ 13,051	
Police Chief	\$ 53,100	\$ 76,500	Police Chief	\$ -	\$ 58,871	\$ 17,629	
Police Corporal - Patrol	\$ 29,900	\$ 45,800	Police Corporal	\$ 28,536	\$ 32,178	\$ 13,622	
Police Corporal-School Resource	\$ 31,000	\$ 43,100	School Resource Officer	\$ 26,669	\$ 30,073	\$ 13,027	
Police Corporal-Detective	\$ 30,400	\$ 42,700	Police Detective	\$ 28,536	\$ 32,178	\$ 10,522	
Police Lieutenant (adm)	\$ 39,800	\$ 54,900	Administrative Sergeant	\$ 39,237	\$ 44,245	\$ 10,655	
Police Lieutenant (patrol)	\$ 46,300	\$ 64,600	Police Sergeant (patrol)	\$ 39,237	\$ 44,245	\$ 20,355	
Police Sergeant (days)	\$ 36,900	\$ 55,100		\$ -	\$ -		
Police Major - Assistant Chief	\$ 44,000	\$ 58,100	Deputy Police Chief	\$ 43,160	\$ 48,670	\$ 9,430	
Police Officer	\$ 28,900	\$ 43,400	Police Officer	\$ 26,669	\$ 30,073	\$ 13,327	
Records Clerk	\$ 23,200	\$ 30,500	Records and Evidence Custodian	\$ 23,293	\$ 26,267	\$ 4,233	
Recreation Supervisor-Aquatics	\$ 29,800	\$ 41,200	Recreation Specialist	\$ 28,536	\$ 32,178	\$ 9,022	
Sign Technician	\$ 27,600	\$ 32,900	Traffic Control Technician	\$ 26,669	\$ 30,073	\$ 2,827	
Street Maintenance Worker I	\$ 23,200	\$ 32,400	Maintenance Worker	\$ 21,769	\$ 24,549	\$ 7,851	
Street Maintenance Worker II	\$ 27,200	\$ 38,300	Equipment Operator I	\$ 23,293	\$ 26,267	\$ 12,033	
Street Maintenance Worker III	\$ 26,900	\$ 38,300	Equipment Operator II	\$ 24,924	\$ 28,106	\$	

						10,194
Equipment Technician	\$ 25,300	\$ 36,600		\$ -	\$ -	
WPC Operator I	\$ 26,100	\$ 39,300	Utility Operator I	\$ 26,100	\$ 39,300	\$ 9,227
WPC Operator II	\$ 27,600	\$ 35,200		\$ -	\$ -	\$ 5,127
WPC Operator III	\$ 28,400	\$ 38,300	Utility Operator II	\$ 28,536	\$ 32,178	\$ 6,122

*Comparisons are not exact and were based on titles only - descriptions were not provided in the results from Higbee and Associates.*